



# Department of Elections Racial Equity Progress Report for 2021, Part A

April 27, 2022

## I. Reflections from Department Leadership

### A. What specific racial inequities and disparities within your department are you focused on addressing in 2022?

As we began this racial equity work in 2021, we recognized equity could only be achieved in an environment in which all voices were heard and valued, in which different experiences with race and equity were recognized and acknowledged, and in which leadership and staff formed a full, collective understanding of the importance of this work.

2022 will be the Department of Elections' second year implementing its 2021-2023 Racial Equity Action Plan. With the development of this Plan, we sought to cement our commitment to bring equity and inclusion to our workplace and to the programs through which we serve the City's many diverse communities. Going forward, we intend to focus on the priority actions described in detail in the first six sections of this report. The Department will focus on these core, concrete actions:

First, with respect to Hiring and Recruitment, our priorities will be to reach job seekers with diverse backgrounds and/or from underrepresented communities and to collect, process, and respond to their feedback on recruitment processes. This will entail the identifying of new partnerships with organizations focused on working with BIPOC communities, expansion of the Recruitment Experience Survey, and implementation of a new draft recruitment policy.

Second, with respect to Retention and Promotion, our priorities will be to continue offering staff professional development opportunities, training, and resources, working to equip them with new skills and advance their career goals, to establish a voluntary off-boarding process, and to create a Seasonal Election Workers Careers Support page.

Third, with respect to Discipline and Separation, our priorities will be to focus on implementing alternative dispute resolution to resolve interpersonal issues, to collaborate with DHR to identify additional training on employee management and de-escalation techniques, to keep open clear channels for communicating the City's disciplinary processes and corrective actions at all levels, and to continue to evaluate our policies through a racial equity lens in order to illuminate any potentially biased actions.

Fourth, with respect to Diverse and Equitable Leadership and Management, our priorities will be to find and offer additional racial equity training opportunities, to collaborate with DHR to identify leadership courses and trainings for employees interested in positions of leadership for the first time, to identify recruitment strategies to help build awareness of open positions and increase diversity of applicant pools through targeted outreach, and to review any newly implemented programs through an equity lens prior to full implementation.

Fifth, with respect to Mobility and Professional Development, our priorities will be to continue to champion a “people-first” approach to professional development, centering the needs of all employees by aligning training with individual needs, to launch a professional development program for seasonal staff, to make training on racial equity and bias prevention available across all levels of the Department, and to encourage employees to take City offered courses.

Finally, with respect to Organizational Culture of Inclusion and Belonging, our priorities will be to remain focused on supporting the mental and physical health of our employees and fostering an organizational culture that values and recognizes individuals’ contributions to the team, to educate staff about available ergonomic resources and encourage healthy workplace habits, and to form a working group to explore processes for recognizing and appreciating individual and group staff contributions in administering free, fair, and functional elections.

Although the Department’s 2021-2023 Racial Equity Action Plan identifies the above goals and priorities for the next three years, we recognize that the Plan must remain a dynamic, evolving document to be updated and refined with time and data. Achieving the goals set in the Plan and sustaining the impetus behind it will require the concerted effort and long-term commitment of all of us. Only through careful engagement of leadership and all employees can we achieve meaningful levels of staff belonging and inclusion, employee growth and development, and public services responsive to the needs of the City’s diverse communities.

## **B. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?**

In 2020, when we first set to develop the Department’s Racial Equity Action Plan, I expressed my full backing of the process and affirmed that this Department was ready and willing to invest the time, energy, and resources to make sustainable progress toward racial equity in the workplace. In 2021, as the Racial Equity Action Plan took shape and goals were set, I created regular opportunities to have candid and open dialogues with Racial Equity Leaders about how to prioritize our actions, engage members of the Racial Equity Team in the work at hand, and make the most impact in the Department toward improving belonging and trust.

While the impact of the COVID-19 pandemic catapulted the Department, along with the rest of San Francisco, into a state of considerable uncertainty and anxiety, I continued to strive to maintain a positive and safe work environment in which all staff would continue to feel part of a congenial team and motivated to do their best in advancing this important work. I also provided regular opportunities for employees to voluntarily augment their typical workloads with racial equity related tasks.

As the Racial Equity Team members and I move forward together on this journey, and as we begin the second year of implementing our Racial Equity Action Plan, I intend to remain focused on supporting the team as well as securing the funding, time, and other resources necessary to create a work culture in which all employees thrive, in which we all regularly scrutinize the outcomes of our internal policies on recruiting, hiring, and performance management, in which all advancement is equitable, and in which we all seek to see and understand each other’s experiences through the lens of belonging, support, and trust.

## **C. Acknowledged by:**

John Arntz, Director, April 15, 2022

## II. Hiring and Recruitment

### A. Goals and Performance Measures

The Department of Elections' overall Hiring and Recruitment Racial Equity goal is to employ a workforce that meaningfully reflects the racial and ethnic diversity of the many City communities we serve. In addition to continuing to work on its original Hiring and Recruitment sub-goals, the Department has begun working on an additional sub-goal. All 2021-2023 Racial Equity Plan Hiring and Recruitment sub-goals, including the newest (in **bold**), are listed below:

- Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department's RE Action Plan.
- Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.
- Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.
- Commit to standardized, transparent, and participatory recruiting and onboarding.
- Reflect the Department's commitment to racial equity in all key human resource documents.
- **Improve transparency in the Department's hiring policies and processes, and find opportunities to bring more staff, particularly BIPOC clerical and temporary staff, into policies' development.**

Last year, the Department used several measures to evaluate the fairness, accessibility, and equity of its Hiring and Recruitment work, the most helpful of which was the September 2021 Election Recruitment Experience Survey. This survey, which was administered to over 400 applicants for seasonal positions, asked applicants to rate the Department's overall recruitment process as well as several more specific processes, including the ease with which they found and understood the job application, the punctuality and courtesy of Department hiring staff, and the clarity, accessibility, fairness, and objectivity of the job interview.

Of the 320 applicants who completed the survey, between 262 and 293 (82–92%) rated each of these hiring and recruitment processes favorably, with between 8 and 39 (3–12%) indicating a neutral opinion, and only between 8 and 18 (3–6%) rating any process poorly. Although the Department did not collect racial or ethnic data as part of this survey, and therefore it cannot disaggregate it by race, it did ask respondents to rate the accuracy of the statement "Department staff treated applicants in an equitable, unbiased way." – 293 responders (92%) agreed with that statement, with only 10 (3%) disagreeing. While the results of this survey suggest the vast majority of applicants find the Department's Hiring and Recruitment practices fair, accessible, and equitable, the Department recognizes that this data would be more helpful if were aggregated by race and/or ethnicity and plans to design future surveys with that in mind.

### B. Changes implemented over the 2021 calendar year

Over the 2021 calendar year, the Department implemented the following changes:

- **Developed interview questions to assess applicant understanding of and appreciation for workplace racial equity and inclusion** and incorporated these questions into the interviews conducted by divisions prior to each election cycle. These new interview questions now form a core component of the Department's interview and hiring processes across all operations.

- **Launched the *Employment Opportunities* page.** This page, which can be found at [sfelections.sfgov.org/employment-opportunities](https://sfelections.sfgov.org/employment-opportunities), is advertised through several outreach materials, presentations, and correspondence with community partners. The page features seasonal employment opportunities and allows job seekers to sign up to receive automated alerts whenever a new Department position opens. Staff continually update all positions on this page as they open or close.
- **Worked with the Department of Human Resources' Diversity Recruitment Team** during the hiring cycle for the September 2021 election to promote seasonal election opportunities. In particular, the Department participated in a DHR "Spotlight Event", after which nearly 20% of attendees applied to one or more seasonal positions. The Department also collected valuable feedback from attendees: while the presentation was well-received on the whole – 85% of attendees would recommend the workshop – one specifically requested more "information for people with development disabilities".
- **Conducted a full review of job announcements** and revised them to more fully reflect the Department's ongoing commitment to racial equity and inclusion in both its internal policies and public services; all job announcements have now been rewritten in simpler, more concise language and formatting, refer to the Department's role in San Francisco's citywide racial equity initiatives, and invite applicants to review the Department's REAP.

### C. Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

In the 2022 calendar year, the Department will need to hire and onboard several hundred seasonal election workers for at least three elections. During its hiring, the Department will make a concerted effort to reach job seekers with diverse backgrounds and/or from underrepresented communities and to collect, process, and respond to their feedback on recruitment processes. To that end, the Department will take the following steps:

The Department will continue to work with new recruitment partners such as the American Indian Cultural Center and the Friendship House Association of Native Americans, as well as maintaining relationships with its more established partners including several local BIPOC professional networks, re-entry programs, SFUSD and community college systems.

As noted above in this progress report, the Department plans to add a few race and background related questions to the Recruitment Experience Survey, which will allow for the disaggregation of the data collected through the survey. Review of this data will, in turn allow the Department to more completely assess any disparate impacts resulting from its recruitment policies and procedures and to begin the process of adjusting them accordingly.

Finally, consistent with its new Hiring and Recruitment sub-goal, to "Improve transparency in the Department's hiring policies and processes, and find opportunities to bring more staff, particularly BIPOC clerical and temporary staff, into their development.", the Department will make draft documents related to this subject available to all managers and collect feedback from staff in their divisions.

### III. Retention and Promotion

#### A. Goals and Performance Measures

The Department of Elections' overall Retention and Promotion goal is to increase and promote opportunities for employees at every level of the Department workforce to learn new career- related skills. Accordingly, in addition to continuing to work on its original Retention and Promotion sub-goals, the Department has added and begun working on a new sub-goal. All 2021-2023 Retention and Promotion sub-goals, including the newest (in **bold**), are listed below:

- Ensure stronger protections for workers of color in the context of possible COVID-19 related deployments, budget shortfalls, hiring freezes, layoffs, and furloughs.
- Ensure salaries and benefits are sufficient to support a dignified quality of life, especially for people of color and women.
- Create transparent paths to promotion that advance equity throughout the Department.
- Provide equitable opportunities for staff education, skills training, and career development.
- **Expand career and economic opportunities for City's poll workers.**

Last year, one of the metrics used by the Department to evaluate its workforce diversity through the lens of retention and promotion goals was analysis of current workforce demographic data in comparison with the same data from approximately a year ago. This analysis revealed that: 1) diversity of employees in leadership roles remained stable, with no losses for any racial group and 2) diversity increased among staff in management assistant roles, with three minority staff members moving up from clerical roles.

#### B. Changes implemented over the 2021 calendar year

Over the 2021 calendar year, the Department implemented the following changes:

- **Improved its Employee Resource Portal (ERP).** The Department began updating its ERP, which provides essential resources to year-round and seasonal staff, by soliciting anonymous feedback about the portal and inviting all staff to join an ERP improvement working group. After developing a prototype and conducting a "soft launch", this working group invited all department employees to share their feedback prior to the official launch in summer 2021. The new ERP features over 100 descriptions and links to City and Department documents and materials, all organized into six main sections: 1) Orientation and Essential Resources; 2) Official Policies and Information; 3) Career Planning and Professional Development; 4) Payroll, Benefits, and Support Programs; 5) Safety and Emergency Planning; and 6) Health and Safety Policies. Via the Official Policies and Information section, employees can review city employment policy documents, including those on equal employment opportunity, gender inclusion, and language diversity, as well as Department planning documents, including its 2021-23 Strategic and Racial Equity Plan.
- **Amended its training curriculum for seasonal employees** to include more information about citywide career resources and longer-term employment opportunities, with all new hires now invited to watch an Employee Orientation Presentation on their first day of employment. The Department developed this presentation to 1) promote a sense of belonging, 2) ensure all staff have the information they need to confidently begin performing their election duties, 3)

orient new employees to the Department's mission and organizational structure, 4) highlight the Department's commitment to inclusivity and equity, 5) equip employees with information about key resources and services, and 6) introduce essential rules and policies. This standardized onboarding process ensures all new hires receive the same information about important City and departmental policies, training, union resources, equipment, and support services.

- **Developed a *Poll Worker Careers Support* page** to help former and current poll workers and short-term seasonal workers (including roving polling place field support personnel) leverage their Election Day experience into future careers. In light of the fact that the Department recruits thousands of poll workers and field support from all walks of life to serve voters in each election, this resource has the potential to positively impact the lives of many San Franciscans. The new support page, **which can be found online** at [sfelections.sfgov.org/poll-worker-and-field-support-careers-resources](https://sfelections.sfgov.org/poll-worker-and-field-support-careers-resources), allows any Election Day worker to request an Election Day service verification letter; provides advice about ways to incorporate Election Day service into a resume or cover letter; and lists helpful links to free local, state, and federal employment resources.

### **C. Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

In 2022, the Department plans to continue offering its staff a myriad of professional development opportunities, training, and resources as part of an ongoing effort to equip them with new skills and advance their short- and long-term career goals.

With several temporary employee onboarding cycles scheduled for 2022, the Department plans to establish a voluntary off-boarding process consisting mainly of an exit interview that will cover a range of topics relevant to assessing racial equity and inclusivity in the Department.

In light of the popularity of the Poll Worker Careers Support page, the Department plans to form another working group with the goal of developing a Seasonal Election Workers Careers Support page. This page, which will support seasonal election workers who seek full-time employment with the Department, with the City, or elsewhere, will likely feature tips from former seasonal elections workers who became Department full-time employees, as well as resume and cover letter templates.

As the City continues to face challenges of the COVID-19 pandemic, the Department will ensure that all employees have consistent access to PPE, sanitation supplies, and health and safety related resources, such as the Department's Health and Safety Plan.

Finally, the Department plans to continue focusing on the recruitment of ethnically diverse poll workers who can provide services to voters in both English and other commonly spoken languages. As part of this effort, and to help improve economic outcomes for some of the thousands of volunteers who represent San Francisco's ethnic minorities and BIPOC communities each Election Day, the Department plans to increase poll worker stipends, as reflected in the Department's budget proposals for the next two fiscal years.

## IV. Discipline and Separation

### A. Goals and Performance Measures

The Department of Elections' primary Discipline and Separation goal is to preemptively eliminate the need for disciplinary or termination processes as much as possible by ensuring that all employees have the resources and tools they need to succeed in delivering high-quality elections services to City residents. In the rare cases in which this goal cannot be achieved, the Department will avoid any discriminatory action by evaluating disciplinary processes through a racial equity lens. This two-pronged approach is reflected in the Department's Discipline and Separation sub-goals included in its 2021-2023 Racial Equity Plan:

- Focus on methods designed to preemptively address the need for discipline or separation by protecting and encouraging the success of all employees.
- Create a clear, equitable, and accountable protocol for disciplinary actions and develop a data tracking system to evaluate the fairness of any disciplinary actions.

To avoid unnecessary escalation or the need to take corrective action, Department leadership and division managers continuously strive to meet the needs of their employees and to resolve any workforce issues at the lowest level possible. And, to avoid potentially biased disciplinary action, division managers are advised to establish clear, reasonable job expectations and to encourage employees to contribute to a workplace in which every employee can succeed.

**As a result of this pro-active approach, the Department did not carry out any disciplinary or separation actions in in 2021.** While this outcome suggests the Department's proactive approach has been working, we remain mindful of the need to stay vigilant in this on-going process.

### B. Changes implemented over the 2021 calendar year

Last year, instead of focusing on formal discipline and separation, the Department focused on methods designed to preemptively address the need for such corrective actions, offering support and mentoring supplemented with training opportunities for upskilling to all staff. In addition, the Department allocated time and funding to hiring managers and supervisors to allow them to complete training on citywide policies related to discipline, separation, and retaliation, and ensured all staff were aware of how to seek additional resources and support in these areas.

### C. Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

Over the course of 2022, the Department will continue to focus on implementing alternative dispute resolution to resolve interpersonal issues and providing skill-based training to support employees, thus reducing the need for traditional disciplinary measures or separation.

The Department will collaborate with the Department of Human Resources to identify additional relevant training for supervisors and managers on employee management and de-escalation techniques. The Department will also provide resources on the availability of the Citywide Peer Mediation Program and support staff members who seek involvement with this program, either as mediators or participants.

The Department will continue to open clear channels for communicating the City's disciplinary processes and corrective actions at all levels and facilitate office hours with representatives of the Department of Human Resources where any employee may ask about disciplinary processes in a safe environment.

The Department will revise its annual anonymous Employee Survey to incorporate questions concerning employees' views on whether managers and supervisors hold all employees to the same workplace expectations.

Finally, the Department's Racial Equity leaders will continue to monitor any disciplinary actions and evaluate them through a racial equity lens to illuminate any potentially biased actions.

## V. Diverse and Equitable Leadership

### A. Goals and Performance Measures

The Department of Elections' overall Diverse and Equitable Leadership goal is to ensure its leadership advances diversity, equity, and inclusion in all its human resource, operational, and budget decisions. In addition to continuing to work on its original Diverse and Equitable Leadership sub-goals, the Department has set an additional sub-goal, namely to further equity in all facets of work, planning, and financial decision-making. Current 2021-2023 Racial Equity Plan Diverse and Equitable Leadership sub-goals, including the newest (in bold), are therefore as follows:

- Develop a diverse and equitable leadership to foster a culture of inclusion and belonging.
- Sustain an explicit and ongoing leadership commitment to advancing racial equity.
- **Further equity in all facets of work, planning, and financial decision-making.**

Some indications the Department is on the right track with respect to advancing these goals include: 1) 85% of Department employees in leadership and management positions attended Implicit Bias Training, 2) 100% of employees, including all BIPOC employees, were invited to take part in professional growth and career advancement activities (as discussed in Section 5, *Mobility and Professional Development* of this report); and 3) the Department updated its mission statement to emphasize equity and re-oriented a number of internal and external programs to reflect a focus on equity.

### B. Changes implemented over the 2021 calendar year

In 2021, to manifest the Department's on-going commitment to the delivery of accessible and equitable election-related services and programs to San Franciscans (external impact) while cultivating a safe, inclusive, and thriving work environment for all of its employees (internal impact), the Department adopted equity as a core value in its mission statement and incorporated three equity-centric goals into its 2021-2023 Strategic Plan:

- Continue to provide equitable access to voting and election-related services to all eligible City residents and to facilitate equitable participation in all electoral processes by offering a wide range of tools, services, and resources. Expand strategies for soliciting feedback from City communities about the Department's programs and services and utilize that feedback to develop new programs and services that are intuitive, equitable, and accessible.
- Strengthen collaboration with local community-based organizations, advisory committees, and City agencies to deliver equitable voter outreach and education programs. Optimize voter education strategies to reach vulnerable voters and potential registrants, including members of communities of color, voters who are elderly, voters living in



neighborhoods with turnout below the City average, voters who prefer to speak languages other than English, voters with disabilities, and voters who are unhoused or housing insecure.

- Incorporate racial equity and vulnerable population issues into all of the Department's voter service, human resources, and budget decisions; expand the inclusivity and accessibility of electoral processes and provide economic opportunities to San Franciscans across the City by ensuring new job announcements are broadcast via diverse and multilingual channels; organize a comprehensive Training and Professional Development Program that helps both current and future Department employees in career development and professional growth; and seek additional funding to develop equity-focused outreach and education strategies.

Both the Department's revised mission statement and its 2021-2023 Strategic Plan are posted at [sfelections.sfgov.org/department-elections-mission-and-responsibilities](https://sfelections.sfgov.org/department-elections-mission-and-responsibilities) and in the Employee Resource Portal (discussed in detail in Section 2 *Retention and Promotion* of this report). This year, all Department employees were invited to review the revised mission statement and 2021-2023 Strategic Plan, encouraged to use equity goals when making budget and human resources decisions, and invited to integrate additional goals into the 2021-2023 Strategic Plan.

A few examples of successful implementation of racial equity goals supported by leadership commitment to advancing equity in internal and external programs and policies include:

- The Department **continued to engage hundreds of local voter outreach partners, advocacy groups, as well as all members of its advisory committees, in an on-going dialogue designed to evaluate and advance racial equity and accessibility in the Department's services and programs and to increase opportunities for BIPOC residents to have meaningful participation and influence in Department decisions.**
- The Department **secured grant funding for local non-profit organizations to provide outreach on election topics to local voters and potential registrants in one or more of the following vulnerable or hard-to-reach populations: a) seniors and people with disabilities, b) people whose primary language is not English, c) unhoused or housing insecure individuals, d) individuals involved in the criminal justice system, including those on parole and eligible to vote under Proposition 17, e) residents of neighborhoods with below average turnout, and f) non-citizens eligible to vote in School Board elections under local law.**
- Last year, despite facing several difficult decisions regarding how to keep San Francisco's elections safe and accessible during the ongoing COVID-19 pandemic, the Department **expanded the accessibility and equity of election services for City voters, poll workers, and observers, and complied with all relevant state and local legal deadlines and directives in a punctual manner.**
- The Department **instituted a new process and drop box infrastructure for employees to submit anonymous feedback to Department leadership.** For convenience, feedback boxes have hard copies of the *Feedback and Suggestion Form* as well as a QR code employees can scan to access an online version. To encourage staff to submit feedback, the Department posted signage and included a new section "Share Your Feedback and Suggestions" on the Employee Resource Portal with a link to the online form. The feedback collected through these channels remains anonymous and is compiled and reviewed on a monthly basis.

- The Department has been requiring the ongoing completion of racial equity and implicit bias training for all senior leadership, managers, and employees involved in hiring decisions as issued by the Department of Human Resources.

The Department maintained transparent communications with all of its employees about the status of the racial equity projects described in its 2021-2023 Racial Equity Action Plan. These communications included regular emails of Racial Equity Team meeting recordings as well as email updates on future equity related projects.

### C. Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

In 2022, to further staff knowledge of topics such as how to advance racial equity and recognize bias, the Department's Racial Equity team will seek additional racial equity training opportunities to supplement those provided by the Department of Human Resources. Prior to selecting additional trainings, the Department will conduct a pilot program in which it will evaluate a variety of different training opportunities and utilize a cooperative process -- all Departmental staff will be invited to fully participate in the training selection process.

The Department will also collaborate with the Department of Human Resources to identify and offer leadership and development courses and trainings for any employee interested in advancing to a leadership position for the first time.

The Department will continue identifying recruitment strategies that increase the diversity of applicant pools through targeted outreach, and foster relationships with educational institutions, professional networks, and community-based organizations with the essential goal of disseminating information about open leadership to BIPOC job seekers.

Finally, Department leadership will continue to focus on improving both internal and public-facing programs with the goals of making them ever more efficient, equitable, and responsive to the needs of San Francisco's communities while cultivating a safe, inclusive, and collaborative work environment for all of its employees.

## VI. Mobility and Professional Development

### A. Goals and Performance Measures

The Department of Elections' overall Mobility and Professional Development goal is to promote and encourage all employees to take advantage of free training and professional development options by developing greater employee awareness about those opportunities.

The Department continues to work on the original Mobility and Professional Development sub-goals identified in its 2021-2023 Racial Equity Plan:

- Offer professional development opportunities that center individual goals first.
- Encourage consistent and thoughtful collaboration between staff and supervisors.
- Ensure staff needs are met in a timely fashion so they can excel at their jobs.
- Align professional development and training opportunities with employee needs.

Last year, Department leadership staff made a concerted effort to inform all employees about the many training courses provided by the City through SF Learning as well as secured supplemental training opportunities through an outside

vendor. In particular, in June, which was designated Professional Development Month, all staff were asked to take part in a survey designed to gauge which skills they would like to develop, invited to review catalogs of classes available, and encouraged to take as many courses as they found beneficial. As a result of this effort, Department **employees completed nearly 200 courses** on career growth, professional skill sharpening, and leadership skill development.

In addition to these voluntary enrollments, last year all Department staff also completed several mandatory courses for City employees, including COVID-19 Basic Health and Safety and Cyber Security.

While these results are encouraging, the Department recognizes the need to continue to build on these accomplishments by introducing new channels for staff to provide feedback on trainings they have attended and by introducing new metrics designed to disaggregate that feedback. In this way, the Department can drill down further into what is working best.

## **B. Changes implemented over the 2021 calendar year**

As it has done in prior years, in 2021, the Department **made available a professional development program for all of its staff**. Given that no elections were originally scheduled to occur in the calendar year, the Department had first planned to build out a program for its year-round staff that could subsequently be adapted to meet the needs of seasonal elections staff in 2022. Although that plan had to be modified somewhat in response to the scheduling of the special gubernatorial recall election in September, it still involved two phases: survey and enrollment.

As the first step in this process, the Department **administered a new Employee Training and Professional Development Assessment Survey** to gather employees' feedback on which skills they would like to develop and which professional and skill development courses might be beneficial in achieving their personal career goals. The responses collected through this survey revealed a wide variety of professional goals and interests among staff, underscoring the need to deliver a customized program rather than using a "one size fits all" approach.

After gathering feedback from staff, the Department **launched its Training and Professional Development Program**, and premiered **Professional Development Month** in June of 2021. As part of an effort to enable employees to customize their own training curriculum, the Department partnered with LearnIT to offer staff "Class Pass" access so they could select from a wide variety of self-paced training courses, which covered topics such as communication, productivity, leadership, decision making, and technical training on software applications. In June, the Department also invited all staff to sign up for 30-minute Professional Development Planning zoom sessions.

Although the Department plans to continue to offer year-round professional development, class completion metrics indicate Professional Development Month proved to be a successful strategy that the Department plans to repeat in the future.

## **C. Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

In 2022, the Department plans to continue to champion a "people-first" approach to professional development, and to support all its employees in gaining the personal skills and technical experience necessary to help them grow their careers -- either inside or outside the Department -- all while leveraging feedback received in the previous year. Moreover, in recognition of the fact that different employees, e.g., those near retirement, may have different priorities, the Department will continue to allow employees to customize their own training.

Although the Department received generally positive feedback from staff on its Professional Development Month, all learning opportunities in 2021 were provided in an online format and some employees understandably expressed “Zoom Fatigue”. Consequently, for 2022, the Department has begun exploring creative and alternative formats, including audio-format trainings/podcasts, as well as hands-on activities such as workbooks, games, and role-play. Consistent with the City’s post-pandemic reopening of in-person activities, the Department intends to provide more in-person training opportunities as permitted by authorities.

The Department plans to continue to encourage employees to take City-offered courses and also plans to continue to utilize SF Learning as the primary keeper of training records for Department staff. This coming year, the Department will also explore the possibility of launching a professional development program for seasonal staff. While administering such a program is expected to present some logistical challenges (seasonal staff tend to join the Department at very busy times and their duration of employment is generally limited by budget allocations) improving outcomes for temporary staff is a tangible way the Department might support the City’s goal to make BIPOC workers net better off and progress their careers.

Other Mobility and Development priorities for 2022 include making training on racial equity and bias prevention available to all employees, including poll workers – although the Department’s current poll worker training covers the need to protect the rights of all voters, including the City’s minority-language speakers and voters with disabilities, the Department plans to enhance this topic by focusing more explicitly on race, racial equity, and preventing bias along racial lines, with the particular goals of protecting the rights of BIPOC voters and members of poll worker teams.

Finally, the Department will leverage SF Reports & Analytics to segregate training completion and employee satisfaction by racial demographics to use the data in future professional development trainings.

## VII. Organizational Culture of Belonging and Inclusion

### A. Goals and Performance Measures

The Department of Elections’ overall Organizational Culture of Inclusion and Belonging goal is to cultivate a workplace environment in which employees of all racial and ethnic backgrounds feel respected, recognized, and supported in carrying out the Department’s mission. Last year, in addition to continuing to work on the five Organizational Culture of Inclusion and Belonging sub-goals originally included in its 2021-2023 Racial Equity Plan, the Department added a new sub-goal. All current Organizational Culture of Inclusion and Belonging sub-goals, including the newest (in **bold**), are listed below:

- Foster an intentional organizational culture that is committed to inclusion and belonging.
- Develop internal communication processes and procedures that promote equity.
- Improve both physical and digital spaces to meet or exceed accessibility standards.
- Expand the internal culture of belonging by fostering relationships with the external communities the department serves.
- **Make racial equity work one of the main priorities of the Department and allocate resources to accomplish this critical work, demonstrating a clear and unequivocal commitment to advancing racial equity in the Department.**

- **Develop a new page on the Department’s website, tentatively titled Our People, dedicated to spotlighting Department leadership and employees with the goal of recognizing employees’ dedication to conducting free, fair, and functional elections while personalizing election services and programs.**

Last year, the Department monitored and evaluated its progress in achieving the first five sub-goals by reviewing data collected through direct feedback channels such as staff surveys, meetings, and consistent and open communication with staff about Racial Equity Plan progress, and then adjusting its actions in response to encourage a collaborative environment among employees working at all levels, ensure the Department’s policies and procedures reflect its ongoing commitment to an organizational culture of inclusion and belonging, and make staff net better off in the workplace through improving physical spaces.

## **B. Changes implemented over the 2021 calendar year**

In 2021, the Department continued to work on establishing a strong foundation on which the organizational culture of equity and inclusion can freely and intentionally evolve and flourish

First, the Department **produced a new “Working in the Department of Elections” video** to highlight the inclusive and diverse nature of its workplace. This short video, which is linked to all Department job announcements and available online at [sfelections.sfgov.org/employment-opportunities](https://sfelections.sfgov.org/employment-opportunities), features a series of testimonials and clips of staff performing election-related duties; each clip highlights a different aspect of the Department’s commitment to building and fostering a diverse and welcoming workplace that represents the community it serves.

Second, to boost staff morale and foster a sense of pride, the Department **distributed election-branded baseball hats, sunglasses, and canvass tote bags to all of its employees.**

Third, as part of its response to ongoing COVID-19 pandemic, the Department **maintained its ongoing PPE and internal messaging programs, through which Department personnel were informed about COVID-19 related news and health measures put in place to safely return to on-site work in the main office in City Hall and the warehouse on Pier 31.** The re-establishment of workplace community had physical and mental aspects, and messaging to personnel about this topic involved clear and regular communication of evolving health and safety policies, changes to work flow and procedures, modifications to work station layouts, and regular invitations to use City well-being and self-care resources and/or bring questions or concerns to the Department’s Health and Safety ambassadors.

Fourth, the Department **made improvements to the physical layout of its office spaces**, installing more convenient hot/cold water dispensers and adding air purifiers in all rooms, and replacing traditional seating work desks with adjustable-height sitting/standing desks for those employees who expressed a preference for such desks.

Finally, the Department **refined its employee communication practices with the goals of improving transparency and sharing information** and contributing to a culture of inclusion and belonging.

## **C. Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

As the Department navigates a busy election year (with four elections planned in 2022 calendar year), the Department will remain focused on supporting the mental and physical health of its employees and fostering an organizational culture that values individual contributions.

To educate staff about available ergonomic resources and encourage healthy workplace habits, the Department is exploring the adoption of a new program, *Elections Goes Ergo!* If this new program is adopted, the Department will utilize DHR’s **“Setup and Go Toolkit”**, which includes a ready-made set of resources designed to encourage City employees to establish and maintain a proper working setup and to take active breaks throughout the day. As part of the program, the Department will also send reminder emails, display visual posters in all rooms, provide training, and reinforce training through self-assessment checklists. The Department will also explore third-party software offerings that provide automatic “pop-up” reminders throughout the day on maintaining proper posture and taking regular stretch breaks.

To boost staff engagement and motivation, the Department plans to form a working group to explore possible processes for recognizing and appreciating staff contributions to the Department-wide mission of administering free and fair elections. The Department plans to begin this exploration by reviewing the DHR’s **Employee Recognition and Appreciation Guide** and by making a concerted effort to highlight the work of its Wellness Champions – a cross-section of employees who have been designated to promote well-being, focusing on a holistic view of employee health with the ability to organize and advertise health –related activities.

## **VIII. Boards and Commissions**

### **A. Goals and Performance Measures**

In 2021 we attempted to adopt a land acknowledgement for the Commission. It was discussed at two meetings and then tabled for more information from local council of Ramaytush Ohlone. They recommended a pause in Summer 2021.

### **B. Changes implemented over the 2021 calendar year**

The Commission has a number of items remaining from 2021 that will be carried into 2022.

### **C. Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

The Election Commission encouraged appointing authorities to attend to racial equity in appointing members. Two of three unfilled seats were filled in early 2022. One seat remains open.

## **IX. Department Resourcing for Phase 1 RE Action Plan**

### **A. Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)**

No Department staff fall into this category.

### **B. Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)**

As required by Racial Equity Ordinance 188-19, in 2020, the Department of Elections designated employees to serve as Racial Equity Leaders (please see asterisked names below). In addition, as part of an effort to effectively develop, implement, and evaluate the goals set forth in its 2021-2023 Racial Equity Action Plan, the Department invited seven

racially and ethnically diverse senior management and direct service employees with knowledge in service, human resources, and budget issues to join the Racial Equity Team and share decision-making authority. Together, these employees comprised the Department's Racial Equity Team in 2021, helping to build a foundation designed to advance both internal and external equity:

1. Nataliya Kuzina, Deputy Director\*
2. Fisher Zhu, Budget, Procurement, and Purchasing Manager\*
3. Eve Peña, Outreach Assistant Manager
4. Lesley Lamorena, Senior Payroll and Personnel Clerk
5. Matthew Selby, Campaign Services Division Manager
6. Mayank Patel, Poll Worker Division Manager
7. Norma Agustin, Senior Payroll and Personnel Clerk
8. Tisa Ambrosino, Ballot and Elections Projects Manager
9. Winter Patterson, Assistant Deputy Director

### **C. Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)**

With the exception of busy election periods driven by statutory deadlines, all of the Department's year-round employees have so far been able to augment their regular workloads with racial equity work. In other words, all staff are participating voluntarily, either indirectly through participation in trainings and professional development workshops, or more directly by implementing the actions described in the Department's Racial Equity Action Plan.

To encourage all members of the Racial Equity Team to align their interests in racial equity work with the goals established in the Department's 2021-2023 Racial Equity Action Plan, each member completed an Interest Form, through which they were able to evaluate their personal racial equity action priorities in light of the specific tasks and workloads associated with their potential responsibilities. Only after everyone on the team had had a chance to review the preferences and availability of all other team members, were goals, working group compositions, and meeting schedules finalized.

Following the completion of this organizational process in late 2021, the Department's Racial Equity Team began to meet regularly in small working groups, also convening on a quarterly basis to facilitate "all hands" meetings with every racial equity working group in attendance. All hands meetings were recorded and shared with all Department employees so they can easily learn about, provide feedback on, and acknowledge the accomplishments of the Racial Equity Team's work.

### **D. Consultants/vendors**

In 2021, the Department contracted the services of Learn IT, a local company serving the training needs of businesses, government agencies, and individuals since 1995. Through this partnership, Department employees were provided with an access pass to Learn IT's full array of video-on-demand training classes.

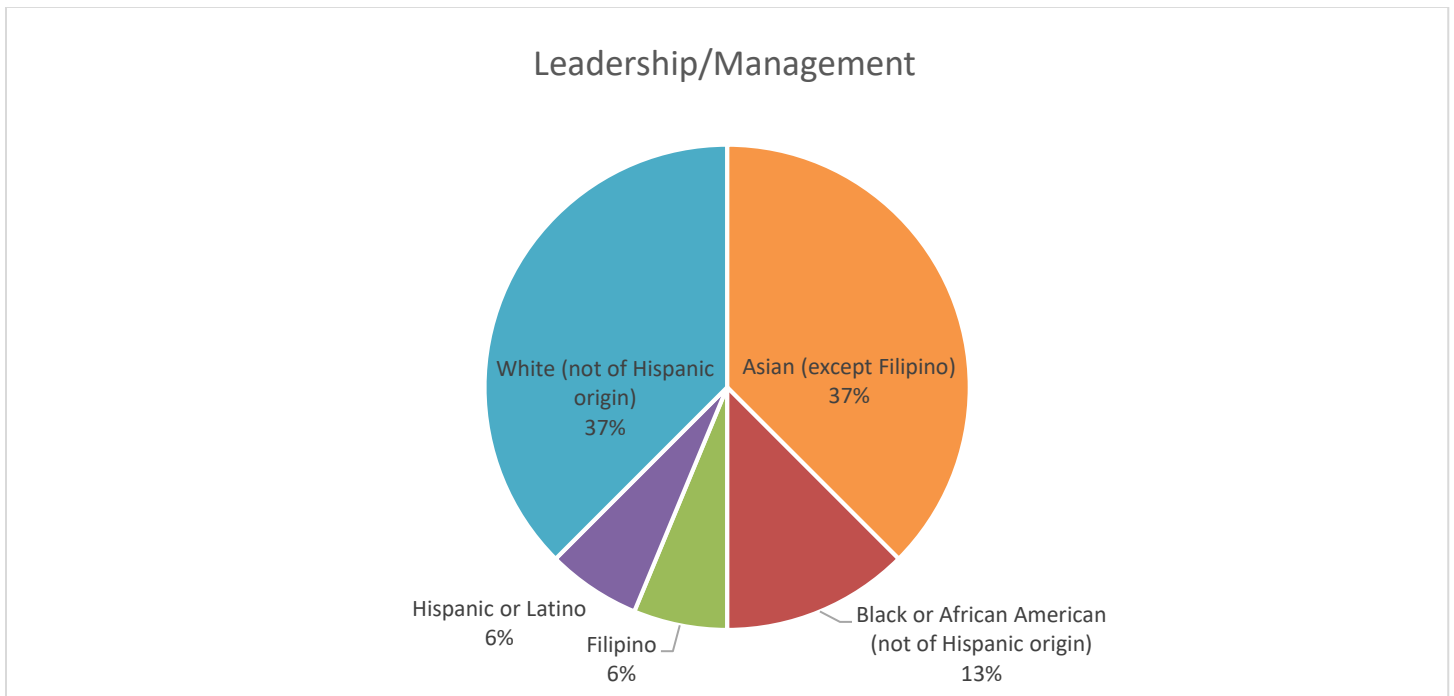
### **E. What changes, if any, do you plan for 2022?**

To enrich its Racial Equity Team with voices that represent the Department's seasonal workforce, the Department plans to expand the composition of its Racial Equity Team to include temporary workers. Rather than releasing all temporary employees upon the conclusion of activities associated with the February 2022 and June 2022 elections, as it would do

normally, the Department plans to retain a small portion of temporary workers who will be specifically devoted to assisting the Department's Racial Equity Team in carrying out racial equity goals between election cycles.

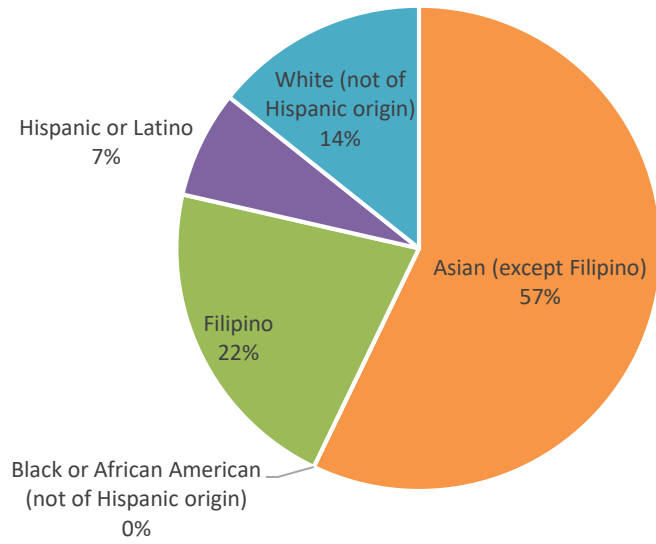
The plan to retain some temporary employees for longer durations is both a means and an end in and of itself, as this plan will aid in progressing the Department's equity goals, while also a providing source of economic vitality for those offered additional employment options. Following the conclusion of this year's budget process (the two-year citywide budget will be adopted on August 1, 2022), the Department will review its final allocated staffing budget for the fiscal year 2022-2023 and determine how best to accomplish this plan within allocated resources.

## X. Department Workforce Demographic Data

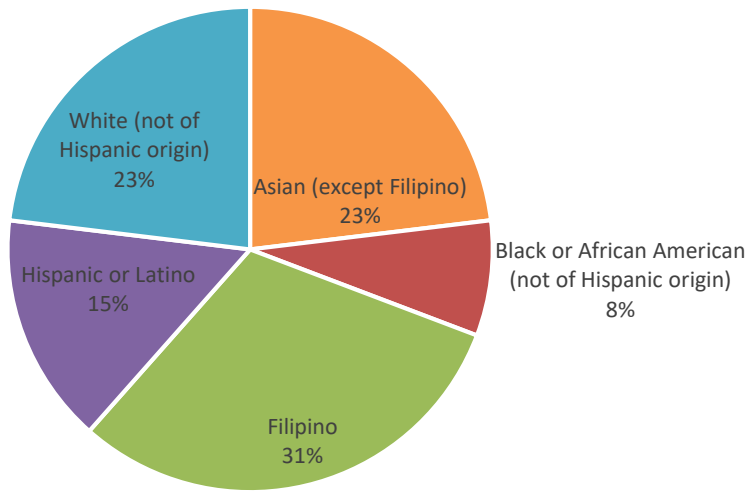




### Management Assistant//IT



### Clerical



# Department of Elections: 2021 Racial Equity Progress Report, Part B

## Department Inventory Tool: FY 21-22 Budget

ORE Version: Dec 31, 2021, with updates Feb 9, 2022

About this worksheet		
Department name	Date last updated	Notes
Department of Elections	April 2022	

A. Department priority issue areas for improving racial equity or closing racial equity gaps, especially within its		
Issue area	Brief description	Notes or examples
1. Closing Gaps in Voter Registration	See attachment I, page 1	See attachment I, page 1
2. Closing Gaps in Voter Turnout	See attachment I, page 2	See attachment I, page 2
3. Increasing Public Awareness and Engagement	See attachment I, page 3	See attachment I, page 3
4. Recruitment of Bilingual and BIPOC Poll Workers	See attachment I, page 4	See attachment I, page 4

B. Item name and description			C. Overall resources				D. Racial equity alignment	E. Racial equity-related activity information							
Name of activity, function, program, service, or initiative	Brief description of purpose	Activity/service type	Estimated FTEs and/or budget amount	Funding type	Estimated number of contracted service providers or consultants for this activity/service, if any	Names of 5 largest contracted service providers or consultants for this activity/service, if any	Department priority equity issue areas	Complete only for line items that are aligned with a department priority equity issue area (D)							
								Locations	Open to general public or application/referral required	Estimated number of people served	Estimated racial/ethnic demographics of people served	Additional demographics of people served	Community input and decision-making opportunities	Estimated FTEs and/or budget specifically for racial equity improvements	Names of contracted providers or consultants for racial equity improvements, if any
<i>Suggest 10 words or less</i>	<i>Suggest 50 words or less. Note any intended demographics or communities</i>	<i>1 - Public-facing activity or service 2 - For other City departments 3 - Within department only</i>		<i>Note whether funding is City general fund, restricted government source, or other</i>		<i>By total contract amount</i>	<i>List any priority equity issue areas from (A) that are relevant to this activity. If none, leave blank.</i>	<i>Note neighborhood(s) in which activity/service facility is located. See list on next tab for examples</i>	<i>1 - General public 2 - Application or referral required</i>	<i>Suggest 10 words or less</i>	<i>Suggest 30 words or less</i>	<i>Suggest 30 words or less. See list on next tab for examples</i>	<i>Suggest 30 words or less. See list on next tab for examples. If none, leave blank</i>	<i>No metrics are available at this time/To be updated upon availability of data.</i>	<i>Include as attachment if too many to list in cell</i>
<b>Accessible Vote-by-Mail System</b>	Required by state law and developed to close gaps in turnout, San Francisco's AVBM system allows any voter to access a screen-readable, multilingual ballot from any internet-connected device. AVBM ballots can be navigated and marked via audio, touchscreen, or personal assistive device.	1 - Public-facing activity or service	\$ 49,000.00	General fund	1	Democracy Live	2	All neighborhoods	1 - General public	Citywide service	General public	People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Advertisements in Multilingual Media</b>	To help close gaps in registration, turnout, and poll worker service, the Department places advertisements in non-English newspapers -- English outreach ads are translated into Chinese, Filipino, and Spanish and placed in publications serving residents throughout the City.	1 - Public-facing activity or service	\$ 600,000.00	General fund	20	Effectv, Univision, Audacy, Multicultural Radio Broadcasting Inc, Daily Journal	1,2,3,4	All neighborhoods	1 - General public	Citywide service	General public	People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Advertisements on Public Transportation</b>	With the goal of reaching as many commuters as possible, the Department posts ads in public transit stations and vehicles serving all of San Francisco's neighborhoods. These ads highlight registration and voting options, as well as the benefits of serving as a poll worker.	1 - Public-facing activity or service	\$ 50,000.00	General fund	1	Intersection Media	1,2,3,4	All neighborhoods	1 - General public	Citywide service	General public	People whose primary language is not English Low income communities	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Ballot Drop-Box Infrastructure</b>	To help close gaps in turnout, the Department expanded San Francisco's vote-by-mail ballot drop-off infrastructure in 2022, installing double the number of such boxes required by law (34 vs 17). For future elections, the Department plans to further expand this infrastructure.	1 - Public-facing activity or service	\$ 580,000.00	General fund	1	American Security Cabinets	2, 3	All neighborhoods	1 - General public	Citywide service	General public	People with disabilities People whose primary language is not English Low income communities	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Bilingual and Facsimile Ballots</b>	To help close gaps in voter turnout, the Department produces official bilingual ballots in English and Chinese, Filipino, and Spanish, in both paper and digital formats for every election, as well as paper facsimile (reference) ballots in Burmese, Japanese, Korean, Thai, and Vietnamese.	1 - Public-facing activity or service	\$ 600,000.00	General fund	1	Interethnica	2	All neighborhoods	1 - General public	Citywide service	General public	People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>City Hall Voting Center</b>	Between 29 days before Election Day and the close of polls on Election Day, the City Hall Voting Center is open to any local voter who would like to register to vote or vote in person, use accessible voting equipment, receive personal assistance, or return their vote-by-mail ballot.	1 - Public-facing activity or service	14 FTE	General fund	0	N/A	1, 2	All neighborhoods Civic Center/Downtown	1 - General public	Citywide service	General public	People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.

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<b>Conditional Voter Registration and Provisional Voting</b>	To help close gaps in registration and voting, state law permits a late registrant to go to any in-person voting location to conditionally register and vote provisionally up through Election Day – the Department processes such a ballot after confirming the voter’s eligibility.	1 - Public-facing activity or service	\$ 100,000.00	General fund	1	California Printing Consultants	1, 2	All neighborhoods	1 - General public	Citywide service	General public	General public	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Election Day Field Support</b>	As part of its mission to provide equitable access to voting and election-related services and to conduct free, fair, and functional elections, the Department hires and trains dozens of roving Field Election Deputies and District Support Team personnel to provide support to poll workers, deliver supplies, and monitor accessibility and security issues throughout each Election Day.	1 - Public-facing activity or service	9 FTE	General fund	0	N/A	2, 4	All neighborhoods	1 - General public	Citywide service	General public	General public	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Election Day Polling Places</b>	This year, each polling place will be staffed with at least three poll workers: one inspector and two clerks. All poll workers are trained and, per San Francisco’s current COVID-19 Vaccination Policy, all will need to provide proof of COVID-19 vaccination prior to in-person training or public service.	1 - Public-facing activity or service	\$ 400,000.00	General fund	0	N/A	2, 4	All neighborhoods	1 - General public	Citywide service	General public	People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Election Information Management System</b>	The Department maintains parallel Election Information Management Systems (EIMS) to maintain the records of typical and non-citizen voters eligible to participate in local School Board elections.	1 - Public-facing activity or service	\$ 191,100.00	General fund	1	DFM Associates		1 All neighborhoods	1 - General public	Citywide service	General public	General public	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Emergency Ballot Delivery Program</b>	State law permits any registered voter unable to travel to a polling place or voting center because of illness, disability, or confinement to a home or hospital, including a voter under quarantine, to authorize anyone, including Department staff, to pick up and deliver the voter’s vote-by-mail ballot on behalf of the voter.	1 - Public-facing activity or service	1 FTE	General fund	0	N/A	1, 2	All neighborhoods	1 - General public	Citywide service	General public	People with disabilities	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>High School Programs (Ambassador and Poll Worker programs)</b>	To increase awareness and engagement in the next generation, the Department maintains both a High School Ambassador Program, through which high school students pre-register 16- and 17-year-olds and adults, and a High School Poll Worker Program, through which high school students serve voters each Election Day.	1 - Public-facing activity or service	\$ 216,000.00	General fund	0	N/A	1,2,3,4	All neighborhoods	1 - General public	Citywide service	General public	Children and Youth	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Incarcerated Persons Voting Program</b>	To help close gaps in voter turnout for San Franciscans who find themselves in custody in an election, but are eligible to vote, such as those serving jailtime for a misdemeanor sentence, the Department works with the San Francisco Sheriffs’ Department, Prisoner Legal Services Unit to help deliver ballots and official election information.	1 - Public-facing activity or service	0.4 FTE	General fund	0	N/A	1,2,3	All neighborhoods	1 - General public	Citywide service	General public	People involved with the justice system	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Incentives for Poll Workers</b>	To close the gap in poll worker service while expanding economic opportunities, the Department plans to increase the poll worker stipend amount by approximately \$55 beginning with the November 2022 election. The Department also provides non-monetary incentives, including public recognition (for example, posts on the Department’s Twitter feed), maintains active communication with poll workers between elections, and offers career-support resources, such as letters of recommendation and help with resume writing.	1 - Public-facing activity or service	\$ 1,600,000.00	General fund	0	N/A	2, 4	All neighborhoods	1 - General public	Citywide service	General public	People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Language Preference Election Mailers</b>	To help reduce gaps in registration and voting, and to increase awareness of the availability of translated election materials, the Department mails multilingual notices to local voters whose registration records either indicate they were born in a Chinese, Filipino, Spanish, Burmese, Hindi, Japanese, Khmer, Korean, Thai, or Vietnamese-speaking country and do not have a language preference on file, or who did not indicate their country of origin when registering to vote.	1 - Public-facing activity or service	\$ 30,000.00	General fund	1	Direct Mail Center	1,2,3,4	All neighborhoods	1 - General public	Citywide service	General public	People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Military and Overseas Program</b>	To help close gaps in voter registration and turnout for those living outside San Francisco or serving in the military, state law allows certain such voters to request voting materials by email, fax, or mail, using ballots for the precinct where they (or their parents), last lived.	1 - Public-facing activity or service	1 FTE	General fund	0	N/A	1,2	Voters served by this program temporarily or permanently reside outside of San Francisco.	1 - General public	Citywide service	General public	General public	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.

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<b>Multilingual and Interpreting Services</b>	To increase awareness and engagement for local voters with limited English proficiency, the Department employs year-round bilingual personnel and recruits additional bilingual staff during an election. Voters also have year-round access to on-demand interpretative services in over two hundred different languages via telephone.	1 - Public-facing activity or service	\$ 4,500,000.00	General fund	5	K&H, Merrill, Interethnica, California Printing Consultants, LanguageLine	1,2	All neighborhoods	1 - General public	Citywide service	General public	People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Outreach Grant Program</b>	To increase election awareness and engagement across San Francisco and to close gaps in the recruitment of bilingual and BIPOC poll workers, the Department administers a grant program designed to provide supplemental outreach through local non-profits about 1) how to register, vote, and obtain language and accessible voting tools and services, and 2) how serving as a City poll worker yields personal, financial, and career-related benefits.	1 - Public-facing activity or service	\$ 300,000.00	General fund	0	N/A	1,2,3,4	All neighborhoods	1 - General public	Citywide service	General public and vulnerable and hard to reach populations	People experiencing homelessness People involved with the justice system People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Outreach Print Collateral/Materials</b>	To close gaps in voter registration and turnout and increase election awareness and engagement, the Department will continue to distribute a wide variety of flyers, brochures, pamphlets, and posters, all available in English, Chinese, Spanish, and Filipino, as well as in large-print by request (the Accessible Voting Brochure is also available in Braille).	1 - Public-facing activity or service	\$ 700,000.00	General fund	0	Direct Mail Center	1,2,3,4	All neighborhoods	1 - General public	Citywide service	General public and vulnerable and hard to reach populations	People experiencing homelessness People involved with the justice system People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Outreach Tabling and Redistricting Events</b>	To increase awareness and engagement for voters with limited English proficiency, bilingual Department personnel will staff presentations and be available at outreach tabling events to answer questions in languages other than English. Bilingual staff will also be available to assist such voters at public events focusing on redistricting outreach.	1 - Public-facing activity or service	\$ 10,000.00	General fund	Various	Various	1,2,3,4	All neighborhoods	1 - General public	Citywide service	General public and vulnerable and hard to reach populations	People experiencing homelessness People involved with the justice system People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Poll Worker Training Program</b>	To ensure equitable treatment of all voters, poll worker training covers 1) the rights of voters and language and accessibility resources, 2) proper setup and operation of voting equipment, 3) processing of voters, including standard, vote-by-mail, and provisional voters, 4) custody procedures for voted ballots and other election materials, 5) new health and safety procedures, and other essential topics.	1 - Public-facing activity or service	1 FTE	General fund	0	N/A	2, 4	All neighborhoods	1 - General public	Citywide service	General public	People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Public and Campaign Services Counter</b>	Trained to provide equitable, multilingual, accessible, and culturally sensitive service to all members of the public, the Department's Campaign Services Team, stationed at the front counter, also assists with candidate and ballot measure filings.	1 - Public-facing activity or service	6 FTE	General fund	0	N/A	1,2	All neighborhoods	1 - General public	Citywide service	General public	People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Remote and In-Person Observation</b>	As part of its ongoing commitment to maximize transparency, election observers are welcome to watch vote-by-mail ballot processing as well as other election processes in person or online via <a href="http://www.sfelections.org/observe">www.sfelections.org/observe</a> ; a schedule of observable activities is posted on the same page.	1 - Public-facing activity or service	0.1 FTE	General fund	0	N/A	3	All neighborhoods	1 - General public	Citywide service	General public	General public	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Universal Vote-by-Mail Program</b>	To increase awareness of voting options in San Francisco, the Department is now informing local voters that for all future elections 1) they will automatically receive vote-by-mail ballots, 2) they may use the accessible vote-by-mail system, 3) they may use one of San Francisco's 34 drop boxes to return their VBM ballots, and 4) they can still use in-person voting at the City Hall Voting Center and polling places.	1 - Public-facing activity or service	\$ 5,600,000.00	General fund	1	K&H	2	All neighborhoods	1 - General public	Citywide service	General public	People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Vote-by-Mail Processing Equipment</b>	The Department's vote-by-mail ballot processing operational rubric consists of four steps: 1) envelope scanning, 2) signature comparison, 3) ballot extraction, and 4) votemark scanning. To maximize turnout, staff notify voters who have submitted ballot return envelopes with missing or mismatched signatures, encouraging such voters to submit new signature samples so their ballots can be accepted.	1 - Public-facing activity or service	\$ 110,000.00	General fund	2	Runbeck, Opex	2	All neighborhoods	1 - General public	Citywide service	General public	General public	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.
<b>Voter Information Pamphlet and Sample Ballot (VIP)</b>	The VIP, sent to all voters for each election, explains voting options, contests on the ballot, and the many accessibility and language resources available to local voters. Voters may choose to receive the VIP in their preferred language as well as in English and/or in one of several accessible formats, including large print and audio on USB flash drive, National Library Service (NLC) cartridge, or compact disc (CD).	1 - Public-facing activity or service	\$ 4,500,000.00	General fund	2	Toppan-Merrill, Interethnica	2, 3	All neighborhoods	1 - General public	Citywide service	General public	People with disabilities People whose primary language is not English	The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.	No metrics are available at this time/To be updated upon availability of data.	The Department does not fund any contracts with racial equity consultants at this time.

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<p><b>Voting System</b></p>	<p>To help close gaps in voter registration and voting, the Department leases the Democracy Suite voting system, which allows voters to rank up to ten candidates in contests that use ranked-choice voting, provides accessible ballot-marking devices for voters with disabilities, and enhances election transparency and security by using ballot scanning equipment to create annotated images of voted ballots.</p>	<p>1 - Public-facing activity or service</p>	<p>\$ 2,100,000.00</p>	<p>General fund</p>	<p>1</p>	<p>Dominion Voting Systems</p>	<p>2</p>	<p>All neighborhoods</p>	<p>1 - General public</p>	<p>Citywide service</p>	<p>General public</p>	<p>People with disabilities People whose primary language is not English</p>	<p>The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.</p>	<p>No metrics are available at this time/To be updated upon availability of data.</p>	<p>The Department does not fund any contracts with racial equity consultants at this time.</p>
<p><b>Warehouse Lease</b></p>	<p>As part of its mission to provide equitable access to voting and election-related services and to conduct free, fair, and functional elections, the Department engages in several essential tasks at its leased warehouse at Pier 31, including testing of voting equipment, archival of ballots, and completion of the Official Canvass (the legally-mandated final audit of voted ballots conducted prior to election certification).</p>	<p>1 - Public-facing activity or service</p>	<p>\$ 1,559,350.20</p>	<p>General fund</p>	<p>0</p>	<p>N/A</p>	<p>1, 2, 3, 4</p>	<p>All neighborhoods</p>	<p>1 - General public</p>	<p>Citywide service</p>	<p>General public</p>	<p>General public</p>	<p>The Department compiles and reviews ongoing public feedback through multiple channels (written, online, telephone, email, in-person) and solicits feedback at public meetings and through its Voting Accessibility and Language Accessibility Advisory Committees.</p>	<p>No metrics are available at this time/To be updated upon availability of data.</p>	<p>The Department does not fund any contracts with racial equity consultants at this time.</p>

***Department priority issue areas for improving racial equity or closing racial equity gaps, especially within its existing services***

**Issue 1. Closing Gaps in Voter Registration**

***Brief Description***

California and San Francisco have made significant progress in expanding access to voter registration in recent years, including:

- **Motor Voter Registration:** In 2015, Assembly Bill 1461 was signed into law, authorizing automatic registration for individuals who apply for or renew a driver's license with the California Department of Motor Vehicles (DMV). In the first two and half months of this program, the DMV completed nearly 900,000 registration related transactions.
- **Non-Citizen Voting Rights:** In 2016, San Francisco voters passed Proposition N, temporarily extending the right to vote in any local School Board contest to any non-citizen San Franciscan of legal voting age, not in prison for a felony, who is the parent, legal guardian, or legally recognized caregiver of a child under the age of 19 living in San Francisco. Then, just last year, the Board of Supervisors made this law permanent for all future School Board elections.
- **Conditional Voter Registration:** In 2012, Assembly Bill 1436 passed, allowing late or "conditional", voter registration up through the close of polls on Election Day. Although the implementation of this law was delayed until 2017, this in-person process now allows voters to register or update information in their registration records after the online and mail 15-day registration deadline and vote a provisional ballot.
- **Voting Rights for Persons on Parole:** In 2020, California voters passed Proposition 17, amending the state constitution to allow otherwise eligible persons on parole the right to vote. Now, provided a person involved in the criminal justice system is otherwise eligible, that person will only lose their right to vote while incarcerated for a felony and their right to register and vote will automatically be restored upon their release.

***Notes or examples***

Despite the passage of these and many other laws expanding access to voter registration, equitable registration disparities still exist. Consequently, the Department is working to overcome these disparities; this work includes the following activities:

- Because voter registration procedures and eligibility requirements vary state by state, the Department conducts robust outreach on this topic, targeting messages regarding California-specific requirements to recent immigrants from other states and countries.
- Because voters must actively maintain their voter registration records (i.e. re-register to vote) under certain circumstances, such as when they change their name or move from one state to another, the Department regularly issues notices on this topic and provides these notices via postal mail, email, flyers, and social media channels.
- Because some residents on parole may not be aware that they now have the right to register to vote under the provisions of Proposition 17 (which became operative last year), the Department has recently developed an outreach program on this topic. To ensure as many affected voters and potential registrants understand their rights, the Department also collaborates with outreach partners working with this population.
- Because San Francisco residents experiencing homelessness with no fixed address may not be aware that they can register to vote using cross-streets, receive official election mail at non-residential addresses and vote-by-mail, or vote in person, the Department has recently expanded its outreach program on this topic. To ensure as San Francisco residents experiencing homelessness understand their rights, the Department also collaborates with outreach partners working with this population.

## **Issue 2. Closing Gaps in Voter Turnout**

### ***Brief Description***

California has made recent progress expanding access to voting options, especially compared to most other states, including:

- In 2007, California law was amended to allow any voter to apply for permanent vote-by-mail status and receive a ballot for every election, thus reducing the steps a voter who wishes to vote by mail must take to participate in each election.
- In accordance with recent changes to state law resulting from passage of Assembly Bill 37, the Department provides all San Francisco voters with automatic mailing of vote-by-mail packets as well as universal access to the city's newly expanded vote-by-mail ballot drop-off system.
- Also in accordance with recent changes to state law, the Department maintains a remote accessible-vote-by-mail system, available not only to voters with disabilities and/or military and overseas voters, but to all voters. This online system allows any local voter to access and mark a ballot in a screen-readable format from any computer with internet access.
- In accordance with §203 of the Voting Rights Act of 1965, the Department provides all materials and services for San Francisco voters and potential registrants in Spanish and Chinese as well as in English. And, in accordance with City's Language Access Ordinance, the Department also provides all materials and services in Filipino.
- In accordance with state law, the Department provides certain translated ballots and bilingual service in Burmese, Japanese, Korean, Thai, and Vietnamese.

### ***Notes or examples***

Despite the existence of these and many other laws designed to expand access to voting options, equitable voter turnout disparities still exist. Consequently, the Department is working to overcome these disparities; this work includes the following activities:

- Strategically placing services in neighborhoods where they are most needed: Voters in San Francisco currently have access to 34 ballot drop-boxes, double the number required by state law. The Department intends to expand the number of boxes in the upcoming fiscal year, especially in those neighborhoods with language minority, hard-to-reach, and vulnerable populations.
- The Department continues to supplement its direct outreach efforts by administering grant programs for nonprofit and community-based organizations. Focus populations intended to be reached through current outreach grant programs include a) BIPOC residents, b) unhoused or housing insecure individuals, c) individuals involved in the criminal justice system, including those currently on parole, d) seniors and people with disabilities, and e) members of San Francisco's minority language communities.
- In light of the fact that some voters may not be aware that all voters now have the right to choose to cast a ballot using their automatically sent vote-by-mail packet, access their ballot using the Accessible Vote-by-Mail system, or vote in person at City Hall or a neighborhood polling place, the Department provides robust voter outreach on the availability of these options both directly and through its outreach partners.

### Issue 3. Increasing Public Awareness and Engagement

#### **Brief Description**

With San Francisco's citywide policy of maximizing public transparency and involvement in government operations in mind, the Department has, over the last few decades, sought to not only meet, but to surpass requirements related to public awareness and engagement with elections processes. Examples of this include:

- Prior to every election, the Department publishes a calendar of observable activities, and invites the public to observe these operations in-person or remotely. Members of the public can also join the Department's Logic and Accuracy Testing Board, which works with Department personnel to test voting equipment before deployment.
- As required by the City Charter, the Department develops an Election Plan for every election and makes that Election Plan publicly available for review. In addition, for every election, the Department publicly posts and disseminates a draft version of its Voter Outreach and Education Plan for comment and feedback prior to finalization.
- As part of its program of regularly soliciting formal feedback, ideas, and expertise from community leaders and other interested parties on specific election-related topics, the Department facilitates meetings with the Voting Accessibility Advisory Committee, the Language Accessibility Advisory Committee, and the Ballot Simplification Committee.
- To better understand and meet the ever-changing needs of the city's diverse communities, the Department has long partnered with hundreds of local non-profit and governmental entities. In recent years, this collaborative work has been expanded to include an outreach grant program designed to disburse funding to organizations well-placed to reach vulnerable populations with information about registration and voting.
- With the goal of instilling life-long civic interest and participation among the city's future voters, the Department maintains several programs specifically designed to engage students, including the high school student poll worker and ambassador programs. In order to impact as many students as possible, the Department partners with nearly all of San Francisco's public and private high schools to promote this engagement.

#### **Notes or examples**

The Department recognizes that awareness does not always manifest into action, and that, while most members of the public may be aware of the mechanisms by which they can participate in election processes or provide feedback on those processes, they may not be motivated to actually use these mechanisms. Consequently, the Department aims to not only inform residents about these opportunities, but also to inspire them to make the leap—taking action to get involved. This requires the Department to continually reassess the effectiveness of its communication strategies, which currently include:

- As it has for many years, the Department continues to use a wide variety of outreach strategies to disseminate information about voting and engagement options, including distribution of print and digital materials; mail notifications; placement of newspaper ads; broadcasting of public service announcements on television and radio stations; and utilization of *sfelections.org* and the Department's social media channels.
- In recent years, the Department has made a special effort to respond to challenges related to reaching certain vulnerable city communities. For example, because San Franciscans confined to jail may face delays in receiving their elections mail, the Department works with the Sheriff Department's Prisoner Legal Services to hand-deliver registration materials, ballots, and outreach materials to voters in custody.
- Particularly over the last few years, with San Francisco's citywide adoption of stronger equity policies, the Department has been making a concerted effort to engage local populations with historically lower civic engagement, including BIPOC residents, those involved with the justice-system, and those with limited English proficiency. This work includes partnering with local non-profit agencies and issuing outreach grants, as well as a focus on the recruitment of bilingual and BIPOC poll workers.



## **Issue 4. Recruitment of Bilingual and BIPOC Poll Workers**

### ***Brief Description***

All of San Francisco's poll workers play an integral role in helping local voters exercise their right to vote, providing materials and personal assistance to voters in their preferred languages, making accessible tools and equipment available, and ensuring every polling place is free from corruption and electioneering.

Unfortunately, recruiting adequate numbers of poll workers, particularly bilingual and BIPOC poll workers, to serve voters at polling places on Election Day has proven to be a growing challenge in recent elections. A priority issue for the Department has thus been to bolster recruitment - maintaining and where possible expanding linguistic and racial diversity - to meet the diverse linguistic and cultural needs of San Francisco and provide equitable access to in-person voting services.

### ***Notes or examples***

- To alleviate some of the persistent difficulties the Department has experienced in poll worker recruitment over the past few years while expanding economic opportunities for those who serve our communities, the Department is seeking to increase the poll worker stipend amount by approximately \$55 beginning with the November 8, 2022 election. To further encourage the recruitment of bilingual residents, the Department will also continue providing \$20 bonuses to bilingual poll workers.
- In addition, the Department has begun encouraging poll worker recruitment through a variety of non-monetary incentives. These include public recognition of the important role poll workers play via newsletters and social media posts; maintaining active communication with poll workers during and between elections; and providing career-support resources, such as letters of recommendation and help with resume writing.